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UNITED STATES DEPARTMENT OF AGRICULTURE  
Agricultural Marketing Service  
Marketing Research Division

March 15, 1957

Functions of Marketing Research Division

The general objective of this Division is to conduct research directed toward increasing efficiency of resource uses in marketing, expanding outlets and reducing product losses and costs through the development of practical answers to problems encountered in moving agricultural products from the farm-gate through retail stores. Increased production and better utilization of farm products, technological advances in the marketing system, changing marketing and distribution patterns, shifts in population and industry, and waste and spoilage in marketing channels emphasize the need for reliable research results which facilitate more intelligent decisions regarding improvements in market structure and practices and in the time, place and form in which products are stored, processed and distributed by marketing agencies.

Under the authority contained in the Agricultural Marketing Act of 1946, and other legislation, research methods are applied to the solution of marketing problems such as expanding outlets for new and established agricultural products, reducing costs, improving marketing practices, maintaining product quality and preventing losses from waste and spoilage, and improving marketing equipment and facilities and handling methods. The research, involving active cooperation and support of the State Agricultural Experiment Stations, other Government agencies, and public and private firms, organizations and institutions, is designed to benefit all of the major agricultural commodity groups and as many of the other commodities as possible. Research is conducted at each stage of marketing, such as at assembly points and storage sites, in transportation, at terminals or central markets, and at wholesale and retail markets; and deals with physical operations, organizational arrangements, buying and selling practices, and the provision of auxiliary services such as market information, inspection, brokering, financing, and promotion.

The research is conducted in Washington, D. C., Beltsville, Md., and numerous field stations. At a large number of State Experiment Stations cooperative agents are maintained or Marketing Research Division employees are stationed under other cooperative arrangements. The four Branches of the Division and their functions are:

I. BIOLOGICAL SCIENCES BRANCH

Biological research directed toward quality maintenance and improvement by solving physiological and pathological problems encountered as farm and food products move through marketing channels. The problems include spoilage and damage in handling, storage and transportation; insect attacks or contamination of products in marketing channels; and quality evaluation, including development of objective measurements, tests, devices, and instruments for use in establishing standards and specifications for the quality of products, in inspection and grading and in devising means to protect product quality.

Biological Sciences Branch Activities Conducted at Listed  
Locations Outside Washington, D. C.  
(Only locations at which vacancies exist are shown)

Beltsville, Maryland is headquarters for the three Sections of the Biological Sciences Branch. Their titles and brief descriptions of their work follow:

1. Stored-Product Insects Section

Conducts biological research on the insects affecting agricultural products after harvest and on the development of practical procedures and equipment for their control or elimination as contributors to loss of agricultural products during the various steps in the marketing system.

2. Quality Maintenance and Improvement Section

Conducts biological research on agricultural products and market diseases to determine nature and extent of quality changes taking place during handling, transportation and storage to develop procedures for preventing undesirable and promoting desirable quality changes under market conditions.

3. Quality Evaluation Section

Conducts biological and physical research required to develop techniques for devices for rapid representative sampling and rapid objective measurement of quality factors in agricultural products which will be applicable for use in standardization, grading and other quality evaluation programs.

Fresno, California

Investigations in handling, transportation, storage and post-harvest diseases of deciduous fruits, vegetables and other horticultural crops.  
- - - Research laboratory on control of insects in dried fruits and dry beans and peas. - - - Cooperative studies on the khapra beetle with the California Department of Agriculture.

Coconut Grove, (Miami) Florida

Investigations in maturity, handling, storage and transportation of avocados and mangoes.

Savannah, Georgia

Research laboratory on insect control in industrial establishments and protection of manufactured products from insect attack.

Tifton, Georgia

Research laboratory on control of insects in stored corn and peanuts in Southeastern Coastal Plain Region



931301

Manhattan, Kansas

Research laboratory on control of insects in stored grains, mills, elevators and freight cars.

New York, N. Y.

Investigations on handling, transportation and storage of fruits and vegetables, with particular reference to diseases that cause spoilage during transit and on the market.

Wenatchee, Washington

Investigations on handling, transportation, storage and post-harvest diseases of fruits, vegetables and other horticultural crops.

Houston, Texas

Research to prevent insect infestation in stored rice.

II. MARKET DEVELOPMENT BRANCH

Research concerned primarily with the economic aspects of expanded outlets for new or established products including market testing of new products, determination of market potentials, market surveys of industrial and household uses, preferences and buying patterns, new or improved distribution programs, improved merchandising methods and practices, and economic feasibility of by-product utilization together with associated statistical services to provide measures of market availability and rates of movement under differing merchandising procedures.

III. MARKET ORGANIZATION AND COSTS BRANCH

Research relating to market organization, costs, and practices including economic analyses of marketing costs and margins, organization and operation of the marketing system from the standpoint of price making and efficiency of performing marketing functions, appraising the adequacy of market news and commodity grades and standards, and measurement of the impact on organization, costs, and efficiency of technological developments, government programs, laws and regulations, and changes in demand for marketing services and products. Such research involves the compilation of relevant statistical series to indicate changes in costs, prices and price spreads as they occur and the factors contributing to them.

IV. TRANSPORTATION & FACILITIES BRANCH

Economic and engineering research on improving physical facilities, equipment and methods for assembling, handling, storing, transporting, packaging, wholesaling and retailing farm and food products to increase the efficiency of marketing, including research on transportation costs and services and their economic effects on agriculture and planning and

assistance in developing efficient facilities in specific locations for off-farm conditioning, handling, storing, and buying and selling farm products.

Field Locations at Which Vacancies Exist

Athens, Georgia

Research to develop improved work methods, equipment and facilities for off-farm handling, conditioning and storage of grain and seed. - - -  
Research to increase the efficiency of poultry dressing plants, etc.  
- - - Research to increase the efficiency of dairy plants, etc.

East Lansing, Michigan

Research to develop improved methods, equipment and facilities for conditioning, handling, preparing for market and storing dry beans and peas.

College Station, Texas

Research to develop improved work methods, equipment and facilities for off-farm conditioning, handling and storage of rice and sorghum grain.  
- - - Research to increase the efficiency of livestock slaughter plants.

Wenatchee, Washington

Research to improve the storage methods, equipment and facilities for apples, pears and other tree fruits.



Vacancies in Positions for Agricultural Economists, Marketing  
Specialists and Social Science Analysts

As three Branches are in need of additional employees in these three  
classifications they are grouped for convenience.

<u>Title and Grade</u>	<u>Area of Work</u>	<u>Location</u>
Economist, Agricultural, 5	Special Crops	Wash., D. C.
Economist, Agricultural, 7	Grain & Feed, Poultry, Fibers, Product Dev., Transportation, Merchandising Methods, Distribution Programs.	Wash., D. C.
Economist, Ag. Mkting. Res. 9	Horticultural Crops, Special Crops, Merchandising Methods, Product Dev., Dairy, Grain & Feeds.	Wash., D. C.
Economist, Ag. Mkting. Res. 11	Dairy, Livestock, Poultry, Fibers, Grain & Feed, Horticultural Crops, Special Crops, Mkting Inf. & Statistics, Mkt. Structure and Practices, Product Dev. Merchandising Methods	Wash., D. C.
Economist, Transportation 11	Transportation	Wash., D. C.
Economist, Mkting. Res. 12	Dairy, Horticultural Crops, Grain & Feeds, Livestock, Special Crops, Mkting. Structures & Practices, Merchandising Methods, Product Development.	Wash., D. C.
Economist, Mkting. Res. 13	Dairy, Horticultural Crops, Special Crops, Product Dev.	Wash., D. C.
Economist, Mkting. Res. 14	Distribution Program Res. Marketing Structures & Practices.	Wash., D. C.

<u>Title and Grade</u>	<u>Area of Work</u>	<u>Location</u>
Marketing Specialist, Agr. 5	Wholesaling & Retailing Merchandising Methods	Wash., D. C. Wash., D. C.
Marketing Specialist, Agr. 7	Wholesaling & Retailing <u>a/</u> Market Facility Planning Merchandising Methods	Wash., D. C. Wash., D. C. Wash., D. C.
Marketing Specialist, Agr. 9	<u>a/</u> Market Facility Planning Merchandising Methods	Wash., D. C. Wash., D. C.
Marketing Specialist, Agr. 11	Merchandising Methods	Wash., D. C.
Marketing Specialist, 11 or 12	<u>a/</u> Market Facility Planning	Wash., D. C.
Social Science Analyst, 9	Market Surveys	Wash., D. C.
Social Science Analyst, 12	Market Surveys	Wash., D. C.
Social Science Analyst, 13	Market Surveys	Wash., D. C.

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a/ Agricultural Economist (Research) could be used instead of Marketing Specialist. (Agr.)

March 15, 1957

Vacancies in Biological Sciences Branch

<u>Title and Grade</u>		<u>Section</u>	<u>Headquarters</u>
Biochemist, 12		Quality Evaluation	Beltsville, Md.
<p><u>Specialization and Duties</u> - Cereal chemist or biochemist with training in cereals to supervise three or four workers experienced in research methods and techniques working on problems such as moisture determination, smut in grain, fat acidity and grain standards.</p>			
Botanist,	9	Quality Evaluation (Seeds)	Beltsville, Md.
Engineer (Refrigeration)	9	Qual. Maintenance & Improve- ment.	Beltsville, Md.
Entomologist (2)	7	Stor. Prod. Insects	Savannah, Ga.
Entomologist	7	Stor. Prod. Insects	Manhattan, Kan.
Horticulturist	9	Qual. Maintenance & Improve- ment.	New York, N.Y. (1) Coconut Grove, (Miami) Fla. (1)
Plant Physiologist,	9	Qual. Maintenance & Improve- ment.	Wenatchee, Wash. (1)
Plant Physiologist,	9	Quality Evaluation	Beltsville, Md.

March 15, 1957

Engineering Vacancies

<u>Title and Grade</u>	<u>Area of Work</u>	<u>Location</u>
Engineer, Industrial, 7	Handling & Facilities	College Sta., Tex.
Engineer, Industrial, 7	Handling & Facilities	East Lansing, Mich.
Engineer, Industrial, 9	Handling & Facilities	Washington, D. C.
Engineer, Industrial, 9 or 11	Wholesaling & Retailing	Washington, D. C.
Engineer, Industrial, 11 or 12	Handling & Facilities	Washington, D. C.
Engineer, Mechanical, 9 a/	Qual. Maintenance & Improvement (Refrigeration)	Beltsville, Md.
Engineer, Mechanical, 9	Transportation	Washington, D. C.
Engineer, Mechanical, 11	Transportation	Washington, D. C.
Engineer, Mechanical, 12	Handling & Facilities	Wenatchee, Wash.

Educational Background

<u>Degree</u>	<u>GS Grade</u>
Batchelor's	5
Master's	7
PhD.	9
- - - - -	
Additional Experience	11
Quality of Work	12 and Higher Grades

a/ Annual Entrance Salaries

GS 5	\$3,670
GS 7	4,525
GS 9	5,440
GS 11	6,390
GS 12	7,570
GS 13	8,990
GS 14	10,320

Exceptions

Engineer (Agricultural, Industrial & Mechanical)

GS 5	\$4,480
GS 7	5,335
GS 9	6,115
GS 11	7,035

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a/ Subject to deductions for retirement, group insurance, federal income taxes, etc.



## Program for Student Trainees

(Open only to undergraduates)

This program has the double purpose of (1) giving a prospective employee an opportunity to determine through one or more summers' employment whether he wishes to enter a certain field of work and (2) to give the prospective employer an opportunity to determine whether the student is fitted for the job under consideration. Appointees participate in special on-the-job training activities with United States Department of Agriculture and work under professional supervision during part of the year, usually summer vacation, and pursue regular scholastic training at an accredited institution during the rest of the year.

The general classification and salary provisions are for a GS 3 appointment starting at \$3,175 a year following completion of the Freshman and Sophomore class years, and GS 4 starting at \$3,415 a year following the Junior year. Upon completion of requirements for a bachelor's degree, including specialized courses specified in the examination announcement, trainees may be promoted non-competitively to positions at the GS 5 grade, starting salary \$3,670 a year.

Optional fields of Agricultural Economics, Biological Sciences, and others are available for Trainees. The Marketing Research Division has openings for a number of student trainees in Agricultural Economics.

## HOW TO RECRUIT COLLEGE STUDENTS

### Critical Analysis of On-Campus Recruiting, Plus Concrete Suggestions of How Companies Can Improve Their Recruiting

#### 1/ WHAT THEY SAID

- |   |       |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
|---|-------|-------|----|-----|--|-----|-------|-------------|-----|-------|-------------------|-------|-------|-----------|-----|-----|-------------------------|-----|-----|-------------------------|-----|-----|------------------------------------|-------|-----|-----------------------------------|----|-----|-------------------------------|-----|--------|-------|------------------|-----|------------------|-----|-------------------|-----|--------------------|-----|------------------------------|-----|--------------------------------------|-------|--|---------------------------|-----|-------------------------|-------|------------------------------|-------|-----------------------------------|-----|---------------------|-----|----------------------|------|-------------------------------------|-----|----------------------------|-------|------------------------------|-----|---------------------------------|-----|-------------------|-----|--------------------|-------|------------------|------|-----|-------|----|-------|
| <p>1. Do recruiters often overlook good job candidates?</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Yes</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>No</td> <td style="text-align: right;">40%</td> </tr> </table> <p>2. If you were a college recruiter, on what three factors would you place primary emphasis in selecting a job candidate (red); and on what three factors do recruiters you have known generally place primary emphasis (black)? <u>2/</u></p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: right;">Red</td> <td style="text-align: right;">Black</td> </tr> <tr> <td>Personality</td> <td style="text-align: right;">69%</td> <td style="text-align: right;">68.5%</td> </tr> <tr> <td>Scholastic record</td> <td style="text-align: right;">68.5%</td> <td style="text-align: right;">70.5%</td> </tr> <tr> <td>Interview</td> <td style="text-align: right;">68%</td> <td style="text-align: right;">72%</td> </tr> <tr> <td>Extra-curricular record</td> <td style="text-align: right;">39%</td> <td style="text-align: right;">34%</td> </tr> <tr> <td>Previous job experience</td> <td style="text-align: right;">24%</td> <td style="text-align: right;">14%</td> </tr> <tr> <td>Placement officers recommendation.</td> <td style="text-align: right;">17.5%</td> <td style="text-align: right;">18%</td> </tr> <tr> <td>Pre-employment and aptitude tests</td> <td style="text-align: right;">8%</td> <td style="text-align: right;">17%</td> </tr> </table> <p>3. What three factors seem to have the most appeal to students when they select a company to work for? <u>2/</u></p> <table border="0" style="margin-left: 40px;"> <tr> <td>Opportunities for advancement</td> <td style="text-align: right;">77%</td> </tr> <tr> <td>Salary</td> <td style="text-align: right;">57.5%</td> </tr> <tr> <td>Company location</td> <td style="text-align: right;">42%</td> </tr> <tr> <td>Type of business</td> <td style="text-align: right;">38%</td> </tr> <tr> <td>Training programs</td> <td style="text-align: right;">34%</td> </tr> <tr> <td>Company reputation</td> <td style="text-align: right;">32%</td> </tr> <tr> <td>Security and fringe benefits</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>Professional reputation of personnel</td> <td style="text-align: right;">10.5%</td> </tr> </table> | Yes   | 60%   | No | 40% |  | Red | Black | Personality | 69% | 68.5% | Scholastic record | 68.5% | 70.5% | Interview | 68% | 72% | Extra-curricular record | 39% | 34% | Previous job experience | 24% | 14% | Placement officers recommendation. | 17.5% | 18% | Pre-employment and aptitude tests | 8% | 17% | Opportunities for advancement | 77% | Salary | 57.5% | Company location | 42% | Type of business | 38% | Training programs | 34% | Company reputation | 32% | Security and fringe benefits | 11% | Professional reputation of personnel | 10.5% | <p>4. What are the three negative factors that you feel most often make a student reject a company's offer?</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Lower-than-average salary</td> <td style="text-align: right;">74%</td> </tr> <tr> <td>Unsatisfactory location</td> <td style="text-align: right;">58.5%</td> </tr> <tr> <td>Personality of the recruiter</td> <td style="text-align: right;">53.5%</td> </tr> <tr> <td>No clear definition of job duties</td> <td style="text-align: right;">50%</td> </tr> <tr> <td>Job requires travel</td> <td style="text-align: right;">40%</td> </tr> <tr> <td>Poor fringe benefits</td> <td style="text-align: right;">2.5%</td> </tr> </table> <p>5. In your opinion what three factors would most help business firms to improve their recruiting programs?</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Offer more summer job opportunities</td> <td style="text-align: right;">65%</td> </tr> <tr> <td>Better follow-up interview</td> <td style="text-align: right;">62.5%</td> </tr> <tr> <td>Better recruiting literature</td> <td style="text-align: right;">39%</td> </tr> <tr> <td>More pre-planning of interviews</td> <td style="text-align: right;">39%</td> </tr> <tr> <td>Better recruiters</td> <td style="text-align: right;">36%</td> </tr> <tr> <td>More use of alumni</td> <td style="text-align: right;">14.5%</td> </tr> <tr> <td>More plant tours</td> <td style="text-align: right;">8.5%</td> </tr> </table> <p>6. Do you feel large corporations <del>are in a better position to</del> compete for top candidates than smaller firms?</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Yes</td> <td style="text-align: right;">83.5%</td> </tr> <tr> <td>No</td> <td style="text-align: right;">16.5%</td> </tr> </table> | Lower-than-average salary | 74% | Unsatisfactory location | 58.5% | Personality of the recruiter | 53.5% | No clear definition of job duties | 50% | Job requires travel | 40% | Poor fringe benefits | 2.5% | Offer more summer job opportunities | 65% | Better follow-up interview | 62.5% | Better recruiting literature | 39% | More pre-planning of interviews | 39% | Better recruiters | 36% | More use of alumni | 14.5% | More plant tours | 8.5% | Yes | 83.5% | No | 16.5% |
| Yes   | 60%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| No  | 40%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
|   | Red   | Black |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Personality   | 69%   | 68.5% |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Scholastic record   | 68.5% | 70.5% |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Interview   | 68%   | 72%   |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Extra-curricular record   | 39%   | 34%   |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Previous job experience   | 24%   | 14%   |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Placement officers recommendation.  | 17.5% | 18%   |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Pre-employment and aptitude tests   | 8%    | 17%   |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Opportunities for advancement   | 77%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Salary  | 57.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Company location  | 42%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Type of business  | 38%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Training programs   | 34%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Company reputation  | 32%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Security and fringe benefits  | 11%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Professional reputation of personnel  | 10.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Lower-than-average salary   | 74%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Unsatisfactory location   | 58.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Personality of the recruiter  | 53.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| No clear definition of job duties   | 50%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Job requires travel   | 40%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Poor fringe benefits  | 2.5%  |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Offer more summer job opportunities   | 65%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Better follow-up interview  | 62.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Better recruiting literature  | 39%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| More pre-planning of interviews   | 39%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Better recruiters   | 36%   |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| More use of alumni  | 14.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| More plant tours  | 8.5%  |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| Yes   | 83.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |
| No  | 16.5% |       |    |     |  |     |       |             |     |       |                   |       |       |           |     |     |                         |     |     |                         |     |     |                                    |       |     |                                   |    |     |                               |     |        |       |                  |     |                  |     |                   |     |                    |     |                              |     |                                      |       |  |                           |     |                         |       |                              |       |                                   |     |                     |     |                      |      |                                     |     |                            |       |                              |     |                                 |     |                   |     |                    |       |                  |      |     |       |    |       |

1/ Management Methods, Feb. 1957 - Page 12 - Management Methods sent a detailed questionnaire to 166 placement officers in colleges and universities of all sizes throughout the country. Nearly all (actually over 95%) responded, and many reinforced their answers with supplementary explanations.

2/ Percentages totalling more than 100% are based on cumulative responses. Minor answers are not shown.





